United Nations DP/GP/1/Rev.1

Executive Board of the United Nations Development Programme and of the United Nations Population Fund

Distr.: General
22 April 2005

Original: English

Annual session 2005
13 to 24 June 2005, New York
Item 6 of the provisional agenda
Country programmes and related matters

UNDP global programme, 2005-2007*

Summary

The primary objective of the UNDP global programme is to support programme countries in achieving the Millennium Development Goals (MDGs). The multi-year funding framework (MYFF) 2004-2007 (DP/2003/32) provides the overall context for the global programme, which supports activities in four areas: (a) achieving the MDGs and reducing human poverty; (b) fostering democratic governance; (c) managing energy and the environment for sustainable development; and (d) responding to HIV/AIDS. Activities under the global programme across these four areas can be grouped under three components: (a) country level policy and programme support through a global network of policy specialists; (b) targeted global projects and strategic partnerships addressing key development issues affecting countries in multiple regions; and (c) a system of interregional knowledge creation, transfer and codification. The three components are designed to respond to programme country needs. The Bureau for Development Policy, which manages the global programme, proposes a core resource envelope of $84.7 million dollars over the three-year period, which is expected to leverage non-core resources of $190 million through the UNDP thematic trust funds (TTFs).

Elements of a decision

The Executive Board may wish to adopt the global programme as set forth in the present document.

* The compilation of data required to present the Executive Board with the most current information has delayed submission of the present document.

05-32084 (E) 180505

Abbreviations and acronyms

ACE	Administration and Cost of Elections project
Article 19	London-based non-profit organization on freedom of information
BMZ	German Federal Ministry of Development Cooperation
CBD	Convention on Biodiversity
CDM	Clean Development Mechanism
CI	Conservation International
CIVICUS	World Alliance for Citizen Participation
CSD	Commission on Sustainable Development
CWI	Community Water Initiative
DANIDA	Danish International Development Agency
DFID	Department for International Development
EC	European Commission
ESMAP	Energy Sector Management Assistance Programme
European Union	European Union
FAO	Food and Agriculture Organization
HR	Human rights
ICTD	Information and communication technology for development
IDRC	International Development Research Centre
IHE	UNESCO Institute for Water Education
IIED	International Institute for Environment and Development
IMF	International Monetary Fund
IPC	International Poverty Centre, Brasilia
IPU	Inter Parliamentary Union
IUCN	World Conservation Union
IWRM	Integrated Water Resource Management
KM	Knowledge management
LPG	Liquefied petroleum gas
MDGR	Millennium Development Goal report
MTEF	Medium-Term Expenditure Framework
NDI	National democratic institute for International Affairs
PPP	Public-private partnership
SIDA	Swedish International Development Agency
SIWI	Stockholm International Water Institute
TI	Transparency International
TNC	The Nature Conservancy
TVE	Television Trust for the Environment
UNCAC	United Nations Convention Against Corruption
UNCCD	United Nations Convention to Combat Desertification
UNEAD	United Nations Electoral Assistance Division
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNIDO	United Nations Industrial Development Organization
UNITAR	United Nations Institute for Training and Research
UNOCP	United Nations Office for Crime Prevention
UNF	United Nations Foundation
USAID	United States Agency for International Development
WBCSD	World Business Council for Sustainable Development
WLPGA	World Liquefied Petroleum Gas Association
WRI	World Resources Institute

Contents

Chapter		Pages
	Abbreviations and acronyms	2
I.	Introduction	4
II.	Principles	5
III.	Rationale	5
IV.	Past cooperation and lessons learned	6
V.	Objectives of the programme	7
VI.	Implementation strategy	7
VII.	Activities	8
	A. MYFF priority goal 1: Achieving the MDGs and reducing human poverty	8
	B. MYFF priority goal 2: Fostering democratic governance	9
	C. MYFF priority goal 3: Energy and the environment	11
	D. MYFF priority goal 5: Responding to HIV and AIDS	12
VIII.	Resource allocation	13
IX.	Programme management, monitoring and evaluation	14
	Annex 1 Work plan, 2005-2007	17
	Annex 2 Results and resources framework, 2005-2007	18

I. Introduction

1. The global programme of UNDP, its five regional programmes and all its country programmes, are formulated against the backdrop of the United Nations commitment to the Millennium Declaration, which, together with the Millennium Development Goals (MDGs), provides the overarching vision guiding UNDP capacity development support to developing countries.

2. The global programme is managed by the Bureau for Development Policy (BDP) of UNDP, which contributes to the UNDP goal of becoming a globally networked, knowledge-based organization, connecting countries to knowledge, experience, technology and resources.

3. The global programme is the main source of core funding permitting UNDP to draw on a network of global experience and knowledge and provide high-quality policy advisory services to the countries where it operates. The core funding enables UNDP country offices to support countries, upon request, in their programme development and resource mobilization efforts. The global programme is firmly anchored in national development agendas, substantively and operationally. Whereas country programmes support a single country and regional programmes support a single region, the global programme addresses development challenges, as identified by *multiple* developing countries in *several* regions.

4. The global programme for the period 2005-2007 is framed in accordance with the second multi-year funding framework (MYFF) 2004-2007 – endorsed by the Executive Board (decision 2003/24) – which serves as the main policy document and a strategic management tool for the organization. The global programme is the modality for operationalizing 24 of the 30 UNDP service lines in four of the five priority MYFF goals: (a) achieving the MDGs and reducing human poverty; (b) fostering democratic governance; (c) managing energy and the environment for sustainable development; and (d) responding to HIV/AIDS. The service lines under the priority goal of crisis prevention and recovery are funded separately. This global programme builds on the efforts of the second Global Cooperation Framework (GCFII) approved by the Executive Board (decision 2001/7) and extended for one year (decision 2003/21).

5. The global programme is a *framework* consisting of three mutually supportive components: (a) a global network of policy specialists functioning akin to a consultancy; (b) targeted global or interregional projects addressing key development issues relevant to countries in multiple regions; and (c) a system of interregional knowledge transfer and codification through virtual knowledge-sharing networks of UNDP.

6. The global programme represents 5 per cent of UNDP core resources available for programming (decision 2002/18). This document describes how the organization intends to use these resources for the period 2005-2007. The global programme no longer funds the work of the Human Development Report Office or the Office of Development Studies following decision 2002/18 establishing their independent funding.

II. Principles

7. The global programme is underpinned by principles in the Triennial Comprehensive Policy Review (TCPR) resolution on operational activities (A/59/250), and the MYFF, to ensure:

(a) ***National ownership and leadership of the development process***. Developing countries take ownership of their development agendas within the context of their national priorities, processes and systems. Advice provided by policy specialists, interregional projects and knowledge products supported by the global programme responds to requests from national authorities.

(b) ***Mainstreaming gender equality***. UNDP elected to pursue gender equality and women's empowerment by mainstreaming gender across its core practices rather than establishing a separate practice area. The global programme supports the UNDP corporate strategy and action plan on gender, which aim to ensure that its policies and programmes correspond to this objective in a consistent and institutional manner. It will ensure that gender perspectives are reflected and integrated through projects and practice areas so that gender efforts do not stand alone, but are at the forefront of everything we do.

(c) ***Mainstreaming capacity development in each service line***. Development effectiveness is a function of national capacity. Scaling up pro-poor efforts requires unleashing the capacity of developing countries to create an enabling environment and service delivery channels for development stakeholders to function effectively at the national and sub-national levels. The global programme will support the capacities needed to respond to growing demands for generating and implementing MDG-focused national development strategies and pro-poor policies.

III. Rationale

8. The rationale for the global programme is as follows:

(a) ***Policy alignment at the country, regional and global levels***. The process of strengthening regional hubs whereby the functions of the regional programmes and the SURFs are being merged into practice teams has begun in Bangkok, Bratislava, Colombo, and Johannesburg. This represents a significant step towards ensuring coherence between the country, regional and global programmes, within the organizing framework of the MYFF. Policy specialists supported by the global programme work alongside colleagues from regional programmes, creating synergies in project formulation and implementation, sharing interregional good practices and consolidating knowledge into global knowledge products.

(b) ***Interregional knowledge transfer, learning and codification***. The global programme brings together experiences and lessons learned from the UNDP network on the ground in 166 countries, and the work of all United Nations organizations, through knowledge management systems, making it available to programme countries. Based on their work in multiple countries, the policy specialists both contribute to and are supported by the UNDP knowledge-sharing networks; they also help developing countries share good practices amongst themselves. Priority is given to codifying experience into knowledge products such as practice notes and 'how-to' guides for UNDP and its partners to use in identifying policy options.

(c) ***Southern solutions to development challenges***. The global programme responds to the demand of programme countries for South-based development solutions. It increases opportunities for South-South cooperation, building on economic advances, institutional, human and technological capacities, and Southern partnerships. It works in liaison with the Special Unit for South-South Cooperation through its Third Cooperation Framework 2005-2007 (DP/CF/SSC/3/Rev.1), facilitating the exchange of South-South expertise, developing a joint roster of Southern experts, promoting dialogue, and networking with Southern centres of excellence.

(d) ***Strategic partnerships to influence the global agenda***. Many development issues are complex, requiring multiple partners to address the challenges adequately. UNDP works with a wide range of partners – bilateral and multilateral institutions, including United Nations organizations and the Bretton Woods Institutions (BWIs); civil society, non-governmental organizations (NGOs), the private sector, and organizations in the South and North – that share the broad development goals of UNDP but have different and potentially complementary strengths to support countries in their programme development and resource mobilization efforts. The present global programme supports partnerships to (i) expand access to the global knowledge base in order to identify policy options relevant to developing countries, and (ii) enhance institutional capacity and development effectiveness at the country level to provide technical support across the MYFF. These two roles constitute the comparative advantage of UNDP as a neutral broker of knowledge and provider of technical support.

IV. Past cooperation and lessons learned

9. Lessons learned from the comprehensive evaluation of GCFI and GCFII and the ensuing Executive Board discussions informed the development of the global programme. The evaluation of GCFII yielded notable lessons and responses.

10. *GCFII made a positive contribution to global policy, advocacy, knowledge generation and sharing, and partnerships.* The evaluation found that GCFII helped transform UNDP into a more effective globally networked, knowledge-based organization. The global programme will build on these successes, using the knowledge management system to identify, review and disseminate good practices so as to expand interregional learning and exchange. The global programme supports the UNDP knowledge management strategy, which proposes to strengthen its internal practice communities, at the same time extending the knowledge networks to in-country networks and United Nations system partners.

11. *GCFII effectively supported the development of a global network of policy advisors to support country programmes.* The evaluation of GCFI criticized UNDP for spending too much on consultants and subsequently losing the institutional memory of the organization. The GCFII evaluation confirmed the improvement achieved through funding the global network of policy specialists and recommended continuation of that funding so as to retain UNDP knowledge and improve the effectiveness of development assistance. This approach is reflected in the continued funding of the policy specialists. Efforts are being made to improve the cost-effectiveness and strategic use of policy specialists throughout the lifetime of the programme, in line with demand from developing countries.

12. *GCFII lacked a cohesive framework and needed more focus.* The MYFF – agreed by the Executive Board in 2004 – provides, at the end of the GCFII period,

the focus and framework for the global programme. The choice of focus of the MYFF resulted from country and donor priorities, corporate goals and country office capacities. It enables the organization to articulate its work in fewer service lines and cover a wide-range of development issues in an integrated, innovative manner. As the global programme is a framework, it does not entail activation of every service line in every country; rather, it provides for flexibility in responding to country requests for services.

13. *GCFII exhibited weaknesses in execution, oversight and reporting.* Initiatives are in place to overcome programme management deficiencies and support the effective implementation of the global programme for 2005-2007. To improve financial accountability, a programme support unit is operational in BDP and more rigorous work planning and reporting processes have been established. The existing UNDP Executive Team, composed of deputy bureau directors, will oversee the global programme internally, and an advisory committee of external experts will advise on the strategic direction of the implementation of targeted projects funded under the programme.

V. Objectives of the programme

14. The objectives of the global programme for the three-year period are:

(a) To help UNDP country offices improve their effectiveness on the ground, in responding to requests from programme countries to plan, manage and deliver resources for development in pursuit of the MDGs;

(b) To support developing countries, when requested, in developing policy frameworks that take advantage of global opportunities and resources under the priority goals of the MYFF; and

(c) To enable developing countries to benefit from interregional knowledge exchange and South-based experiences and learning under the priority goals of the MYFF and ensure that development assistance, advice, programme design and capacity-building efforts draw on global best practices and expertise.

VI. Implementation strategy

15. The global programme framework consists of three mutually supportive components.

16. *Policy advisory services.* Support for these services will be used to fund a global network of 75 policy specialists – 50 of whom are based in the field (in sub-regional resource facilities (SURFs) and regional centres) and 25 at headquarters – covering 24 service lines under the MYFF. This component functions akin to a consultancy in that UNDP's 'client' – a programme country government – can access the services of policy specialists through requests to country offices. Advisory missions or technical backstopping provided by these specialists draw in turn on their large internal and external networks of development practitioners' knowledge derived from UNDP, the United Nations, and other partners functioning at the country, regional and global levels. The policy specialists, acting as neutral knowledge brokers, enable clients to access the best comparative global experience.

17. *Targeted projects.* The resources allocated for 'targeted projects' under the global programme will be used to fund projects addressing key development issues

relevant to countries in multiple regions and support global strategic partnership efforts, including with other United Nations organizations. They strengthen resource mobilization efforts by enabling UNDP to leverage larger non-core programmes. These global projects draw on the country-based experience and knowledge of the policy specialists and bring the most current development thinking to their policy advisory support. The projects provide the analytical basis to generate knowledge, build alliances, and promote enabling frameworks on key development issues. While the bulk of limited project resources will be allocated to consolidate core work under the service lines of the MYFF priority goals; greater emphasis will be placed on increasing cross-practice work to ensure that development solutions are provided in an integrated manner.

18. *A knowledge management system of interregional knowledge creation, transfer and codification.* The global programme will support the transformation of UNDP into a professional, knowledge-based service organization in three ways: First, through *knowledge creation* – policy specialists contribute to, and gain from, lessons learned on the ground and global good practices to support country and regional policy development and programming efforts. Second, through *knowledge transfer/sharing* – the programme provides global support to the UNDP knowledge-sharing networks, which are aligned with the MYFF priority goals and development drivers, including gender equality. They provide the organization with a systematic mechanism to gather, distil, organize, search and present information and knowledge on core and cross-practice work. The knowledge networks also provide a mechanism to reflect common issues in global development discourse with the United Nations system and other partners. The global programme will build on these networks by focusing on the enhancement of communities of practice at country, regional and global levels. Communities of practice enable practitioners from UNDP, the United Nations and programme countries to come together and define how specific UNDP priorities can be made directly relevant to unique national and regional realities. Third, through *knowledge codification* – the global programme supports the creation of guidance tools for country offices, practice notes, websites and workspaces. The thematic centres on governance (Oslo), poverty (Brasilia) and drylands (Nairobi) generate and codify knowledge through applied research and analytical work, which provides evidence to support the policy advisory services.

VII. Activities

19. The global programme will provide support in four of the MYFF areas through the activities of policy specialists, targeted projects, and knowledge management. The MYFF development drivers – gender equality and capacity development – frame the qualitative contribution of UNDP programming efforts at all levels. These drivers are reflected in every priority goal. Identifying gender gaps, and developing and implementing strategies to close them, will be part of every initiative funded through the global programme. To ensure that adequate prominence is given to gender concerns, clear benchmarks will be established in line with the corporate scorecard on gender mainstreaming.

A. Priority goal 1: Achieving the MDGs and reducing human poverty

20. The core resource allocation for targeted projects under this goal will focus on scaling up anti-poverty efforts to help countries to achieve the MDGs, in particular

MDGs 1 (poverty), 3 (gender equality) and 8 (global partnerships for debt, trade and aid).

Supporting national policy and strategies to reach the MDGs

21. The global programme will facilitate the design and implementation of pro-poor policy projects in: (a) public investment; (b) trade and sustainable human development; (c) employment and small-scale community infrastructure; and (d) debt relief. In each area the programme will build the capacity of institutions, policy units in government and other stakeholders, and will organize training and workshops to that end. The global programme will support assessments of policies and good practices across countries, specifically for: (a) public finance management (including domestic resources) and debt management; (b) national coordinating mechanisms for aid modalities (direct budget support, sector-wide approaches, project support, advisory services); (c) trade and the Integrated Framework; and (d) employment strategies for poverty reduction. The global programme will facilitate the development of the domestic private sector in helping countries to realize the MDGs, through service delivery, micro-finance and increasing access to – and transfer of – information and communication technologies.

22. The global programme will support national and regional efforts to achieve the MDGs through: (a) the production of more than 70 new MDG country reports with regional and country partners; (b) building statistical literacy capacity (with the United Nations Children's Fund – UNICEF) to chart progress towards achieving the MDGs; (c) integrating the MDGs into strategic national planning frameworks, particularly the poverty reduction strategy papers (PRSPs), in liaison with the BWIs; and (d) developing methodologies, using a broad perspective of financing for poverty reduction, for MDG costing (with the Millennium Project), to guide countries in developing resource mobilization targets and plans. Special attention will be given to gender-disaggregated data and impact analysis methodologies as essential elements of local planning, budgeting and service delivery.

Global partnerships for country results

23. The global programme will work through the poverty reduction practice and the International Poverty Centre in Brasilia, in close cooperation with key United Nations partners, including the World Bank, UNICEF, the International Labour Organization (ILO) and the United Nations Conference on Trade and Development (UNCTAD), to address broader dimensions of development from the human development perspective. For example, working in close collaboration with UNCTAD, UNDP brings a human development dimension to the issue of trade, creating an enabling environment for developing trade policies grounded in country experience. While UNCTAD focuses primarily on developing countries' terms-of-trade issues, the World Trade Organization (WTO) on trade-related intellectual property rights, ILO on labour standards and workers' rights, and UNICEF on child labour, UNDP support to developing countries focuses on integrating trade issues into national poverty-reduction strategies. The global programme will work with the United Nations Capital Development Fund (UNCDF) to expand inclusive financial sectors that serve the poor.

B. Priority goal 2: Fostering democratic governance

24. The core resource allocation for targeted projects under this goal will focus on helping countries to promote democratic governance as a means to accelerate human

development and build governance capacity to achieve the MDGs. Attention will be given to building national capacity to support the implementation of national strategies for human development. The global programme does not fund the activities of the UNDP Bureau for Crisis Prevention and Recovery (BCPR), but activities to support capacity building of governance institutions help reduce the incidence of crises and support post-crisis recovery and consensus-building efforts. Key areas of focus will be to strengthen women's participation in democratic governance through representation in parliaments and local elections, and to ensure that women's rights are protected in law and in practice.

Support to national and local governance institutions to achieve the MDGs

25. As part of UNDP support to governments to increase their absorptive capacity to take advantage of increased aid flows to implement the MDGs, the global programme will provide support to country offices and regional centres as they respond to requests for support from recipient governments in: (a) policy advice to national governance institutions, including judicial, legislative and civil society organizations, to strengthen their capacities to implement the Millennium Declaration and achieve the MDGs; (b) the implementation of reforms in access to justice and public administration; (c) the design of policy products; (d) the implementation of learning and skills-training events for governance policymakers and practitioners; and (e) strengthening women's participation and representation in democratic processes.

26. The achievement of the MDGs at the global and country levels will entail meeting locally defined development goals at the sub-national level. The global programme will support capacity development initiatives across countries, including a review of decentralization programmes and their implementation, through local-level public administration reform and urban management; case studies on local-level planning and independent monitoring systems built around participatory processes; diagnostic tools for capacity assessments of local governance and service delivery institutions; and advisory support for their capacity enhancement.

Global partnerships for country results

27. The democratic governance practice, in partnership with the Oslo Governance Centre and other learning and research institutions in the South and the North, will work across regions to ensure that they benefit from South-South cooperation. Partners include the United Nations Department of Economic and Social Affairs (UNDESA); the National Democratic Institute for International Affairs; the Indian Council of Social Science Research; the Inter-Parliamentary Union; the European Commission; Transparency International; the International Institute for Democracy and Electoral Assistance (IIDEA); the International Foundation for Election Systems (IFES); the Council for the Development of Economic and Social Research in Africa (CODESRIA); the New Partnership for Africa's Development (NEPAD); the Southern African Development Community (SADC); the United Nations Department of Political Affairs (DPA); and the Office of the United Nations High Commissioner for Human Rights (OHCHR). As indicated in paragraph 8 (d), partnerships are undertaken to support countries in their programme development and resource mobilization efforts. These take the form of joint involvement in targeted projects and/or the acquisition of knowledge and research for the benefit of programme countries.

C. Priority goal 3: Energy and the environment

28. The core resource allocation for targeted projects and policy support under this goal will focus on linking local and global actions in the areas of energy and environment to support sustainable development efforts as a follow-up to the World Summit on Sustainable Development (WSSD), as well as the realization of all of the MDGs, with particular emphasis on MDG 7.

Policy support and knowledge for sustainable development

29. Sustainable development includes the economic, social and environmental aspects of development and is relevant across the MDG framework. MDG 7 focuses on the environmental aspects of sustainable development and is particularly important for this MYFF goal. The global programme will support efforts and partnerships addressing the MYFF service lines on strategies for sustainable development;http://www.undp.org/energyandenvironment/index-fssd.html water governance; access to sustainable energy services; sustainable land management, biodiversity conservation; and persistent organic pollutants (POPs). Access to energy services is essential to achieving all of the MDGs, and access to water, land and biological resources is essential to overcoming poverty and hunger in particular. Special attention will be paid to the role of women in managing and benefiting from environmental and energy resources and the link between resource scarcity and gender equality (MDG 3). Approaches integrating energy, the environment and natural resource considerations must be included in overall efforts to address the full range of MDGs.

30. The global programme supports knowledge capture and transactions from country-level experiences in sustainable development planning; water; energy; land degradation; biodiversity and ozone-depleting substances phase-out through documenting lessons learned from the worldwide portfolio of UNDP projects at the country level, funded through country programme target for resource assignment from the core (TRAC) projects; the Global Environment Facility (GEF); and the Multilateral Fund for the Montreal Protocol. The use of targeted core funds for this purpose extracts valuable lessons and insights from the global portfolio of energy and environment projects in UNDP for country programming activities. Policy specialists in this area support these knowledge efforts linking local action and global objectives, as well as the implementation of the WSSD partnerships.

31. The main products in this area will be diagnostic tools and analytical studies to enhance knowledge generation to facilitate sharing and developing policy options for use at the national level. National capacity to include energy and environmental considerations in international discussions relating to the Commission on Sustainable Development, the multilateral environmental agreements and conventions, the World Trade Organization and the MDG monitoring process will be enhanced as a result.

Fostering global partnerships for country results

32. The emphasis will be on the implementation of strategic global partnerships to promote catalytic action within the international development community to support more sustainable use and management of energy and natural resources. The main programme focus will be on global activities that develop the capacity of programme countries to follow up on actions included in the Johannesburg Programme of Implementation agreed at WSSD. This includes support for global multi-stakeholder partnerships that benefit programme countries and draw on

expertise within the United Nations system as well as within civil society and South-based centres of excellence. Examples of WSSD partnerships supporting country-level capacity building in this area include the Community Water Initiative, the Global Village Energy Partnership, the Equator Initiative and the LP Gas Challenge. Drylands issues are supported through the worldwide activities of the Drylands Development Centre.

33. UNDP collaborates closely with the United Nations Environment Programme (UNEP) through the work of the global programme, providing a human development dimension in support of internationally agreed environment goals and conventions established by member countries. A recent memorandum of understanding between UNDP and UNEP provides a framework for innovative collaboration, an example of which is the poverty-environment initiative involving sharing resources and expertise in pilot countries in Africa and Asia. The global programme will complement the larger environmental trust funds, GEF and the Montreal Protocol, to work on areas of global biodiversity loss; climate change; degradation of international waters; ozone depletion; land degradation and POPs; and the Strategic Approach to International Chemicals Management (SAICM).

34. UNDP has taken the lead in developing these partnerships in response to global development debates prior to, during and following WSSD. The global programme will be used strategically to leverage diverse global stakeholders to mobilize significant resources for the implementation of these partnerships, with the aim of expanding access to the global knowledge base and enhancing institutional capacity and development effectiveness at the country level.

D. Priority goal 5: Responding to HIV and AIDS

35. The core resource allocation for targeted projects under this goal will focus on halting the spread of HIV/AIDS (MDG 6) and achieving the goals set during the special session of the United Nations General Assembly on HIV/AIDS (UNGASS) in 2001. In addition, activities will promote gender equality (MDG 3), and support trade and intellectual property rights regimes that facilitate access to low-cost AIDS drugs (MDG 8).

Capacity development for effective HIV/AIDS responses

36. The global programme will support efforts and partnerships addressing the MYFF service lines to strengthen national capacity and generate innovative responses to meet the scale and urgency of the epidemic: (a) development planning to address HIV/AIDS across sectors at the national and sub-national levels and integrate HIV/AIDS concerns into PRSPs, in collaboration with the Joint United Nations Programme on HIV/AIDS (UNAIDS), bilateral donors and other agencies (in support of the ongoing harmonization efforts to implement the "Three Ones" principles); (b) programmes to strengthen individual and institutional capacities at all levels of society to lead the response to HIV/AIDS in a strategic, coordinated manner in support of "leadership" – the first area of action under the UNGASS declaration of commitment on HIV/AIDS (A/RES/S-26/2); (c) community capacity-enhancement initiatives to support local-level responses to the epidemic that address underlying factors, including gender inequality, stigma and discrimination; and (d) working with arts and media to position HIV/AIDS as a development issue and to scale up national action, empowering women and people living with the virus.

Promoting partnerships for multi-sectoral action to reverse the epidemic

37. The global programme will build global, regional and national partnerships to deepen capacity to respond to HIV/AIDS. It will address critical links between gender inequality and HIV/AIDS, and the concerns of civil society, people living with HIV/AIDS, women, and marginalized groups. Partnerships with United Nations organizations include an initiative with the United Nations Development Fund for Women (UNIFEM) to introduce gender-sensitive budgeting into HIV/AIDS plans and programmes; and a joint initiative on HIV/AIDS and women's property and inheritance rights, with UNIFEM and the Global Coalition on Women and AIDS, to support the implementation of national legislation. A key strategic initiative with South-based partners, in support of the 3 by 5 initiative of the World Health Organization (WHO), will develop national and regional capacity to adapt best practices in trade, health policy and patent laws for sustainable access to HIV/AIDS treatment. UNDP will help develop and pilot methodologies for preparing communities for treatment. In partnership with the Office of the High Representative for Least Developed Countries and Small Island Developing States, UNDP will strengthen capacities of least developed countries to accelerate action to respond to HIV/AIDS.

38. UNDP is partnering with the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM) to develop capacity for programme design and implementation. In 26 countries where UNDP is a GFATM principal recipient, capacities of national organizations will be developed to access GFATM resources and implement effective national HIV/AIDS responses.

39. The global programme will generate and share a number of knowledge products in the form of web sites and workspaces, policy guidance notes, technical papers, tools and methodologies; codification of best practices; and rosters of experts. The global programme supports a cadre of policy specialists working on HIV/AIDS issues who support these efforts linking local action and global objectives, as well as the implementation of the partnerships indicated above.

VIII. Resource allocation

Global programme, 2005-2007
(in millions of dollars)

Programme category	Core resources	Non-core resources	Grand total
1. Policy advisory services[a]	42.00	–	**42.00**
2. Targeted projects	31.56	190.00	**221.56**
3. Interregional knowledge transfer, learning and codification	6.00	–	**6.00**
4. Strategic reserve (unprogrammed)	5.14	–	**5.14**
Total	**84.70**[b]	190.00	**274.70**

[a] Including field-based policy specialists.
[b] Including $20.764 million carryover from Ch. F.II.

40. The core resources of the global programme are split into three components: (a) policy advisory services, to fund 75 policy specialists; (b) targeted projects addressing key development issues relevant to countries in multiple regions; and (c) a knowledge management system of interregional knowledge transfer, learning and codification. In addition there is a small strategic reserve to provide UNDP with the capacity to respond to decisions taken at the Millennium + 5 summit in September 2005, with funding flexibility for strategic initiatives. The decision to allocate resources for targeted projects was taken on the basis of clear criteria weighted by: expressed needs; capacity to deliver; and potential for non-core resource mobilization.

41. It is expected that the core resources under the global programme will provide an opportunity to leverage significant additional non-core resources. In many practice areas, UNDP has to demonstrate that it commits core funds in order to attract non-core resources. For example, the role of UNDP as a cosponsor of UNAIDS and its involvement in GFATM would not be possible without a core cadre of policy specialists working on HIV/AIDS issues. The non-core figures above are indicative, taking into account past resource mobilization and donor preferences. The ratio of core to non-core resources is expected to be around 1:6 on the programme side for 2005-2007.

42. One of the vehicles to attract and manage non-core resources has been and will remain the TTFs, which are used to mobilize resources to meet programme country demands. The resources channelled under the TTFs will support the MYFF service lines approved by the Executive Board. There is one TTF per priority goal, and a TTF for gender issues. Policy specialists funded by the global programme provide best-practice and technical support to country offices in developing proposals. The non-core resources follow the same principles of country ownership and leadership of the development process.

IX. Programme management, monitoring and evaluation

43. Each of the MYFF priority areas and respective service lines will be the responsibility of a practice group within BDP. The work of practice groups is supported by units working with them on cross-practice areas such as gender mainstreaming, South-South cooperation, knowledge management and capacity development.

The regional hub: UNDP as a three-tiered organization

44. During the global programme period, UNDP will continue the process of converting the SURFs into a network of regional centres working in close liaison with other United Nations entities at the regional level. The purpose of the regional centres is fourfold: (a) to ensure that policy and programme services are aligned at the country, regional and global levels by bringing the BDP policy advisory services and the regional programmes of regional bureaux under the same roof; (b) to ensure that services are closer to the 'client' programme countries and country offices, increasing their relevance and ensuring more efficient service delivery; (c) to provide a formal structure for interregional exchanges of knowledge both within a given practice and between practices across regions; and (d) to provide stronger programmatic links with other United Nations system advisory teams based in the regions.

45. The regional centres are joint ventures between BDP and the respective regional bureaux and are managed in a matrixed fashion. The team consists of policy specialists, supported by the global programme, who will work alongside regional programme staff, supported by the regional bureaux. On a day-to-day basis, the team of policy specialists is supervised on operational matters by the manager of the regional centre. For substantive matters they have a direct link with their practice group in BDP, ensuring high quality and consistent policy advice. A board composed of resident representatives from country offices provides strategic oversight to the regional centres. The result will be strong, coherent links among global, regional and country programmes, and cohesive, comprehensive policy support at all levels.

Monitoring, oversight and reporting

46. Major initiatives were undertaken in 2004 to strengthen oversight, accountability and monitoring, as recommended in the GCF-II evaluation. BDP is strengthening and formalizing its mechanisms of consultation and substantive oversight. The UNDP Executive Team will act as an internal advisory body to BDP on the strategic direction of the global programme at twice-yearly meetings. The advisory committee, a body of external experts will advise UNDP on the strategic direction of the targeted projects under the global programme and regularly review its progress.

47. BDP has aligned its programming and reporting frameworks with the MYFF. Each of the practice groups in BDP has undertaken rigorous annual work planning; the group plans, which include budgets, outputs and delivery dates, will generate comprehensive annual reports. Individual projects funded under the global programme will be developed in consultation with the SURFs, the regional centres, the regional bureaux, BCPR and the Bureau for Resources and Strategic Partnerships. A joint mechanism for appraising and monitoring such projects will be established. These efforts will generate annual implementation plans to facilitate overall accountability and regular monitoring and reporting. The Atlas system permits real-time financial monitoring and has allowed the consolidation and closure of old projects and the preparation of shadow budgets. Full compliance with these procedures will be necessary for the allocation and release of funds for targeted projects.

48. A final evaluation examining results achieved through the global programme will inform future UNDP efforts in this area.

49. To strengthen gender mainstreaming and ensure a gender perspective in the MYFF goals, the gender team has moved to the Directorate of BDP. The intention is to encourage a strong gender component in activities supported by the global programme to be reported on at the end of each year and through the regular MYFF reporting. Gender mainstreaming and the identification and development of strategic opportunities to promote the advancement of women, will be a standing agenda item at BDP management meetings. The partnership with UNIFEM is also being strengthened.

50. Similarly, BDP manages the UNDP corporate knowledge management strategy and provides support for its implementation, including networks and knowledge content.

Programme and financial management

51. A comprehensive programme and financial audit will be conducted to inform decisions on consolidating and managing the TTFs and projects to help align country and regional programming behind corporate priorities.

52. A programme support unit established in BDP will enable it to maintain daily financial oversight of the global programme so as to better fulfil its accountability responsibilities in planning and managing the resources and to produce regular progress reports. The Atlas system has facilitated the integration of planning, projects, human resources, procurement and inventories. Financial reports are generated to support the BDP director in implementing the global programme.

Annex 1. Work plan, 2005-2007

Priority goals Programme	Poverty reduction		Gender		Democratic governance		Energy and environment		HIV/AIDS		Capacity development		Total
1. Policy advisory services													
Thematic/geographical breakdown of policy specialists[1] (75)	RBAP	5	RBAP	0	RBAP	3	RBAP	2	RBAP	1	RBAP	0	11
	RBA	8	RBA	2	RBA	7	RBA	3	RBA	1	RBA	0	21
	RBEC	3	RBEC	0	RBEC	3	RBEC	0	RBEC	0	RBEC	0	6
	RBAS	2	RBAS	1	RBAS	2	RBAS	0	RBAS	0	RBAS	0	5
	RBLAC	2	RBLAC	0	RBLAC	3	RBLAC	2	RBLAC	0	RBLAC	0	7
	HQ	9	HQ	1	HQ	8	HQ	4	HQ	1	HQ	2	25
	Total	29	*Total*	4	*Total*	26	*Total*	11	*Total*	3	*Total*	2	75
Financial allocation: policy advisory services (in millions of dollars)		16.24		2.24		14.56		6.16		1.68		1.12	42.00
2. Targeted projects[2]													
Financial allocation: targeted projects (in millions of dollars)		8.51		-		9.25		8.82		4.98		-	31.56
3. Interregional knowledge transfer, learning and codification													
Financial allocation: knowledge products, services and systems (in millions of dollars)		1.25		0.25		1.50		1.50		1.50		-	6.00
4. Strategic reserve													
Unprogrammed resources (in millions of dollars)						5.14							5.14
Grand total													**84.7**

[1] Allocation made on the basis of demand from programme countries

[2] Allocation made on the basis of expressed needs, capacity to deliver and potential for non-core resource mobilization

Annex 2. Results and resources framework, 2005-2007

52. The tables below outline the results and resources frameworks for targeted projects under programme component 2.

MYFF priority goal 1: MDGs/ poverty	Outcomes	Outputs	Output indicators	Partners	Indicative resources *(in millions of dollars)*		
					Projects	34 policy specialists	KM
1.1	National debates/dialogues on MDGs Extensive disaggregated MDG data established	MDG country reports produced, capacity of institutions strengthened to manage statistical data for MDGs (statistical literacy) Gender disaggregated MDG data produced	70 additional country MDGRs produced Statistical literacy undertaken in 20 countries	UNCTs, national statistical offices, NGOs	8.51	19.04	1.50
1.2	Capacity of national policy-making institutions strengthened Good policy practices projects in macro framework, public finance, employment shared and pro-poor perspective reflected in strategies MDG-integrated PRSPs with clear indication of resource requirements	Projects to strengthen institutions in pro-poor policymaking on macro-economic frameworks, public finance, employment, gender mainstreaming implemented Good practices on above subjects identified MDGs integrated into PRSPs, MDG resource requirement/costing methodologies undertaken	More than 12 MDG-integrated PRSPs MDG resource requirement/costing exercise undertaken in 15 countries	Millennium Project, ministries of finance and planning, World Bank, ILO, IPC			
1.3	Localized MDGs with targets, resources and strategies Inclusive financial sector with sustainable microfinance	MDGs localized in planning, budgeting/service delivery Support to microfinance knowledge sharing/ products provided	More than 12 countries with localized MDGs	UNDG, UNCT, ministries of planning, UNCDF			
1.4	Trade policies with 'human development face' integrated into national strategies External development finance mobilized for MDGs External aid aligned with national development priorities/strategies	Pro-poor policies in trade and sustainable development, debt relief designed/ implemented Good practices in trade and integrated framework, aid modalities, debt relief identified and codified South-South peer review on aid management/public finance undertaken	30 countries have integrated framework on trade Debt sustainability indicators in 10 countries developed South-South peer review in nine countries conducted	UNCTAD, WTO, World Bank, IMF, ministries of finance			
1.6	Gender issues integrated into MDGs Policies/strategies developed for care economy	Gender mainstreamed in all aspects of MDGs (reporting, debates, strategies) Policy work on care economy undertaken	Gender mainstreamed into MDGs (data, reporting, statistics) Valuation of unpaid work on 10 countries undertaken	UNIFEM, Columbia and Utah Univs., Institut de Sciences Politiques, IPC			
1.7	Capacity of civil society in policy engagements/debates/dialogues strengthened	Regional/national civil society networks for MDGs developed, policies formulated, poverty monitoring undertaken	Workshops in four regions/40 countries conducted	NGOs, CBOs, communities			
1.8	ICTD integrated into poverty-reduction strategies	ICTD-based poverty-reduction programmes formulated	Programmes developed in three regions/15 countries	Planning and comm ministries, NGOs			
				Total	29.05		

MYFF priority goal 2: Democratic governance	Outcomes	Outputs	Output targets	Partners	Indicative resources *(in millions of dollars)*		
					Projects	27 policy specialists	KM
2.1	Broad-based national governance programmes agreed by stakeholders. UNDP able to support them.	Policy advisory services provided to country offices to support programme countries' governance needs; knowledge-sharing systems strengthened; applied research undertaken by Oslo Governance Centre; knowledge on best practices in service lines codified.	300 advisory opinions submitted to 90 clients 1000 experts in roster Democratic governance workspace established, populated and storing knowledge tools 2,500 documents in workspace	CODESRIA Indian Institute of Social Science	9.25	15.12	1.5
2.2	Parliament functions to realize the repre-sentative duties of elected members	Support provided to parliamentary institutions to enable oversight function, including in conflict/ fragile states; role of participants – especially women – in parliamentary function strengthened.	Five guidance tools for country offices (COs) to support strengthening of parliaments 10 COs supported in parliamentary strengthening	IPU, NDI, IIDEA, IFES			
2.3	Legislative and inst. frameworks for free, fair, transparent, sustainable elections in place	Capacities of national electoral institutions strengthened, reducing cost of registration/elections.	Five guidance tools for COs to support strengthening capacities of national electoral institutions	UNEAD, ACE			
2.4	The poor empowered to seek remedies for injustices consistent with int'l HR norms	Traditional/ADR justice mechanisms/institutions supported to increase access to justice by poor, women and marginalized groups	1000 members in human rights knowledge network Huritalk (25 per cent non-UNDP) Five guidance tools for COs to support access to justice for poor	UNOHCHR			
2.5	Citizens' participation, esp. vulnerable groups, in policy dialogue through enhanced access to information	Poor, women, marginalized groups empowered to participate in governance processes E-governance tools deployed to increase access to information/services, and reduce costs of governance	Five guidance tools for COs to support improved access to information programming 5 tools available to ensure e-governance initiatives are pro-poor.	DFID, BBC Foundation, Article 19			
2.6	Pro-poor decentralization policies adopted	MDG goals established at local level for planning, budgeting, service delivery Decentralized governance institutions capacity strengthened Participation of poor, women and marginalized in local governance processes increased	Five guidance tools for COs to support localizing the MDGs in collaboration with UNCDF and Capacity 2015 Methodology of *City Consultations* implemented in 30 cities across four regions.	SIDA, BMZ, UN-HABITAT, UNICEF, UNCDF, CIVICUS			
2.7	Public administration reform (PAR) for effective, responsive, pro-poor public services promoted	Public administrations strengthened to manage resources to enable pro-poor investments in pursuit of the MDGs Capacity of public administration strengthened to deliver services to poor, women and marginalized more effectively through improved procurement systems	Three PAR guidance tools, establishing anti-corruption and accountability, transparency and integrity as entry point to PAR Sourcebook on anti-corruption; Guidelines to fulfilling UNCAC international commitments. Guidance tools for COs to support national capacities for procurement	TI, UNOCP, BMZ, UNDESA			
				Total	25.87		

MYFF priority goal 3: Energy/ environment	Outcomes	Outputs	Output targets	Partners	Indicative resources *(in millions of dollars)*		
					Projects	11 policy specialists	KM
3.1	National strategies for sustainable development adopted, integrated into national planning and PRSPs	Guidance/tools on strategic environmental assessment (SEA); country-specific MDG7 targets built into national planning/statistics systems. Poverty-environment capacity development network created.	Support to 40 countries on integrating country-specific MDG7 targets into national planning provided. 15 new country programmes on poverty-environment. PPI0 extended from 7 to over 20 countries.	SIDA, DFID, EC, UNEP, IUCN, 20 national governments.	8.82	6.16	1.5
3.2	Access of poor to adequate/safe water supply and basic sanitation incorporated into national development frameworks; efficient service delivery increased.	Community Water Initiative, IWRM, water resource risk management projects supported; water resources risk management with BCPR; adaptation to climate-change projects supported by private sector/country priorities incorporated into CSD13/14/15 on water and the MDGs.	Three guidance notes/publications on IWRM and water/poverty. Two global networks (Water-Net and CWI-Net) active (100 members/100 exchanges per year each). 10 new Cap-Net (regional) partnerships established. Four global projects with GEF initiated.	Global Water Partnership, SIDA, SIWI, UNESCO, EU, Govt. of Netherlands, NORAD, UNESCO/IHE, GEF, U.S. Govt., The Gap, Belu water company.			
3.3	National policy frameworks reflecting energy's role in poverty reduction supported, access to energy services increased, low emissions energy technologies introduced.	Lessons from energy projects including GEF/ SGP codified; programming tools/guidance notes linking energy with issues, e.g., gender mainstreaming, into energy policy produced. CSD14/15 decisions on energy and the MDGs reflecting developing countries' priorities. Global Village partnerships/LPG Challenge expanded to all regions.	Policy support, analytical/advisory services to clients through UNDP COs and regional bureaux expanded. Two analytical products: MDGs and Energy and Energy Governance. 200 projects assessed. 30 knowledge products produced. 10 events with COs organized.	COs, regional bureaux, GEF, UNDESA, WEC, EU, ESMAP, WB, France, Germany, Norway, Netherlands, Sweden, USAID, UNF, UNIDO, WBCSD, WLPGA.			
3.4	Sustainable land-management policy, linked to poverty-reduction strategies and good governance established, appropriate innovative land management practices promoted.	Drylands issues integrated in national programmes in Drylands Development Programme (IDDP) countries. UNDP policy on drought developed. Best practices documented on successful community-based initiatives from four sub-regions on natural resource management. SADC land reform technical facility operational and advisory technical services provided on land reform/tenure to member countries.	Policy advice on drought, crisis prevention and management/adaptation to climate change provided; three practice notes developed. Guidance on disaster risk/drylands provided to 20 countries. Country priorities represented at UNCCD (COP7). Network membership by 50 countries and 30 best practices documented. Knowledge products delivered and NRM implemented in three IDDP countries.	Norway, Finland, Belgium, DANIDA, Italy, COs, UNCCD Sec.; Global Mechanism, subregional organizations, EU, DFID, Netherlands.			

3.5	National planning processes acknowledge the contribution that biodiversity and ecosystem services make to food security, health, livelihoods and reduced vulnerability to natural disasters	Lessons learned from UNDP biodiversity projects including GEF SGP and Equator Initiative projects codified and policy advice/knowledge shared provided. Key partnerships leveraged to integrate MDGs in biodiversity frameworks and vice-versa. Local community indigenous people's capacity to integrate perspective into national/global policy fora developed.	GEF SGP portfolio reviewed, two thematic lessons-learned papers, three books linking biodiversity to development issues published. Interactive CD-ROM distributed. Millennium Ecosystem Assessment reports distributed utilized in five MDG country reports. Three Community Dialogue Spaces conducted.	GEF, IIED, SIDA, UNEP, WHO, Harvard, World Bank, WRI, SwissRe, Canada, Germany, TNC, IUCN, CI, CBD, private sector, Conservation Finance Alliance, IDRC, TVE			
3.6	Compliance with Montreal Protocol and Stockholm Convention; incorporation in national development agendas of the SAICM	Assistance provided to governments to be informed engaged in issues; chemicals management/chemical safety addressed by SAICM; implementation of global chemicals conventions/protocols	Three guidance notes/fact sheets on ODS, POPs, and SAICM. Synergies among conventions in project implementation design demonstrated in one country. Becoming a participating organization of the Inter-Organization Programme for the Sound Management of Chemicals (IOMC).	UNEP, UNIDO, UNITAR, WHO, ILO, FAO, World Bank, convention secretariats including SAICM, IOMC, participating organizations			
3.2, 3.3, 3.4 and 3.5	Natural resource risk management/adaptation to climate change integrated into national planning and expanded access to energy investment financing through CDM or PPP	Adaptation to climate change projects supported by The Gap and other private sector organizations. CDM and JI advice/knowledge accessible to countries. External partnerships on climate change/CDM expanded.	Two external partnerships on climate change created. Policy recommendations on drought, crisis prevention/management developed, including on adaptation to climate change. Footprint neural programme established with two private-sector partners.	Canada, UNF, Luxembourg, private sector, regional centers, COs			
				Total	16.48		

MYFF priority goal 5: HIV/AIDS	Outcomes	Outputs	Output targets	Partners	Indicative resources *(in dollars)*		
					Projects	3 policy specialists	KM
5.1	Multi-stakeholder leadership capacity developed at individual, institutional, societal levels to generate breakthrough responses for reversing the epidemic	-Methodologies for leadership and institutional capacity building developed/implemented -Leaders (government, civil society and private sector) empowered to take action to respond to epidemic	-Multi-stakeholder leadership programmes implemented in 15 countries	NGOs, governments, UNAIDS family	4.98	1.68	1.50
5.1	Individual/community responses to the epidemic developed addressing attitudes/ practices that influence its spread	-Methodologies enabling communities to respond at scale to the epidemic developed/introduced -Capacities of NGOs/CBOs to support community-based responses strengthened	-Community capacity enhancement initiatives implemented: 15 countries	NGOs, CBOs			
5.2	Broad-based, multi-sectoral/ multilevel response generated, integrating HIV/AIDS into national development plans and mainstreaming into key sectors/ ministries	-Support for harmonization of UN/donor HIV/AIDS responses through implementation of "three ones" framework -National/sub-national capacities strengthened for mainstreaming HIV/AIDS and gender into PRSP and MTEF processes	-Two global consultations on development planning (UNDP convening role within UNAIDS family) -HIV/AIDS and gender effectively integrated into PRSPs in four countries -Decentralized planning for HIV/AIDS supported in four countries	UNAIDS secretariat, UNAIDS cosponsors and donors			
5.2	HIV/AIDS and gender budgeting integrated into macroeconomic frameworks	-Gender-disaggregated planning data developed -Country teams supported on gender-sensitive budgeting	-Gender-sensitive budgeting integrated into HIV/AIDS plans/programmes: three countries	UNIFEM, governments			
5.3	Advocacy/communication strategies created to deepen understanding of the epidemic and underlying causes, and address issues of vulnerability, stigma and discrimination	-Communication initiatives implemented positioning HIV/AIDS as development issue, addressing stigma, discrimination and gender equality, promoting commitment/leadership and including communities, women and people living with HIV	-HIV/AIDS workshops with media and artists	Media, artists, governments			
5.3	Strategies developed to address obstacles to women's inheritance/property rights in HIV/AIDS context	-Initiatives to improve implementation of legislation for women living with/affected by HIV/AIDS	-Workshops for generating breakthroughs on HIV/AIDS and women's inheritance/property rights	UNIFEM, Global Coalition on Women and AIDS			
5.3	Sustainable access to HIV/AIDS drugs through TRIPS and trade	-Capacities of trade/health ministries developed to create an enabling policy environment to sustainably access ARV treatment -Capacity of CSOs strengthened to support national/ regional efforts to sustainably access ARVs	-Interregional workshops on best practices in accessing ARVs	CSOs, governments			
				Total	8.16		